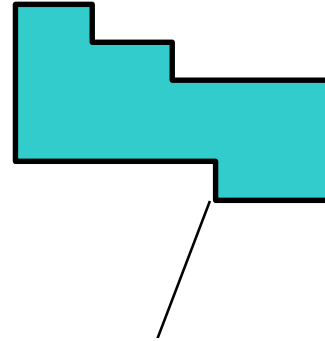
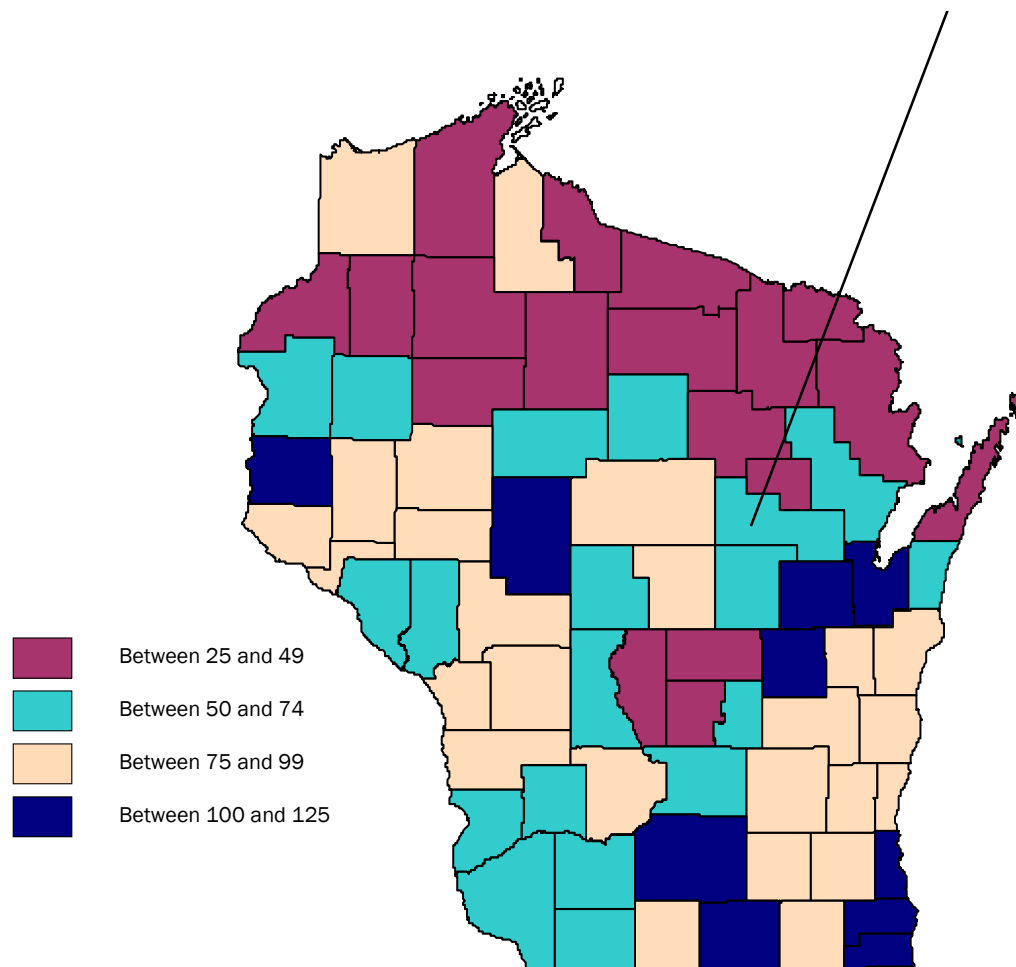


Shawano County Workforce Profile



The number of residents aged 25-29 years for every
100 residents aged 60-64 years in year 2025



Source: Wisconsin Department of Administration, Demographic Services Center and the U.S. Bureau of Census.

For comparison, it is projected that there will be 90 residents aged 25-29 for every 100 residents aged 60-64 in Wisconsin in 2025. Nationally, it is projected that there will be 101 residents aged 25-29 for every 100 residents aged 60-64. In 2003, Wisconsin had 146 residents aged 25-29 for every 100 aged 60-64.



County Population

Shawano County grew at the same rate as the State of Wisconsin during the last four years, but a bit slower than the national growth rate. This is a change from the 1990s, as the county's population grew slower than the state average during that time. Since the census, the county's population has increased 3.1 percent compared to a growth rate of 3.1 percent for the state and 3.9 for the U. S. The growth increased the county population to 41,944.

Total Population

	April 2000 Census	Jan. 1, 2004 estimate	Numeric change	Percent change
United States	281,421,906	292,287,454	10,865,548	3.9%
Wisconsin	5,363,704	5,532,000	168,296	3.1%
Shawano County	40,664	41,944	1,280	3.1%
Largest Municipalities				
Shawano, City	8,298	8,425	127	1.5%
Wescott, Town	3,653	3,765	112	3.1%
Washington, Town	1,903	1,967	64	3.4%
Belle Plaine, Town	1,867	1,911	44	2.4%
Richmond, Town	1,719	1,844	125	7.3%
Angelica, Town	1,635	1,737	102	6.2%
Bonduel, Village	1,416	1,442	26	1.8%
Lessor, Town	1,112	1,219	107	9.6%
Wittenberg, Village	1,177	1,169	-8	-0.7%
Maple Grove, Town	1,045	1,032	-13	-1.2%

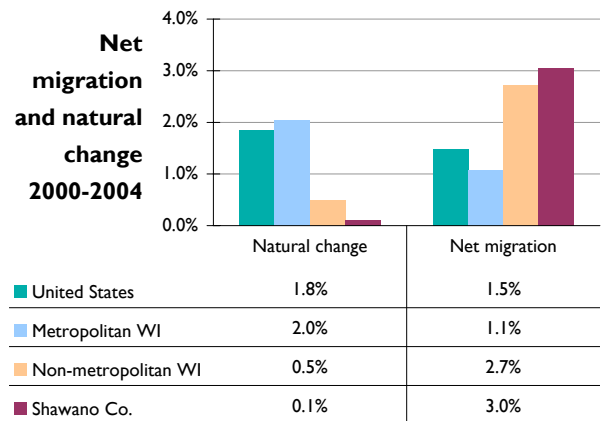
Source: Wis. Dept. of Administration, Demographic Services and U. S. Census Bureau

Only two of the ten largest municipalities in the county had a population decline. Both of the losses were very small. The Village of Wittenberg was down 8 and the Town of Maple Grove had a loss of 13. Growth in the ten municipalities ranged from the loss of 13 in Maple Grove to an increase of 127 in the City of Shawano. The reasons for changes in municipality populations varies a great deal. It can be due to economic growth, a new housing project, or a gain or loss of land area due to annexation.

The two sources of population growth are natural increase which is the number of births minus the number of deaths and net migration which counts the number of residents moving into the county and subtracts the number moving out of the area. Nearly 97 percent of the population growth in the county has come

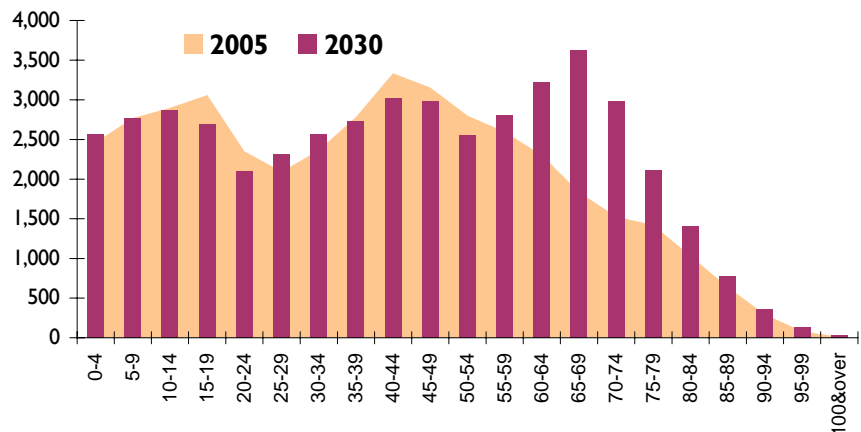
from net migration. This is quite different than what is happening in the state, however the state average includes the large metropolitan areas which make up nearly 80 percent of the state's population. When comparing Shawano County with other non-metro counties, it is more in line. Net migration accounts for 84 percent of the population growth in the non-metro counties. Reasons for this vary which is why there is this variance between metro and non-metro counties. In some cases workers are moving out from urban areas but maintain their employment in the nearby urban area such as Wausau, Green Bay, or the Fox Cities by commuting. In Shawano County, a large number moving to the area are already retired. Although some do move to the area due to employment opportunities.

The lack of growth due to natural increase in the non-



Source: WI Dept. of Admin., Demographic Services and U. S. Census Bureau

Population by Age Groups in Shawano County



Source: WI Dept. of Administration, Demographic Services

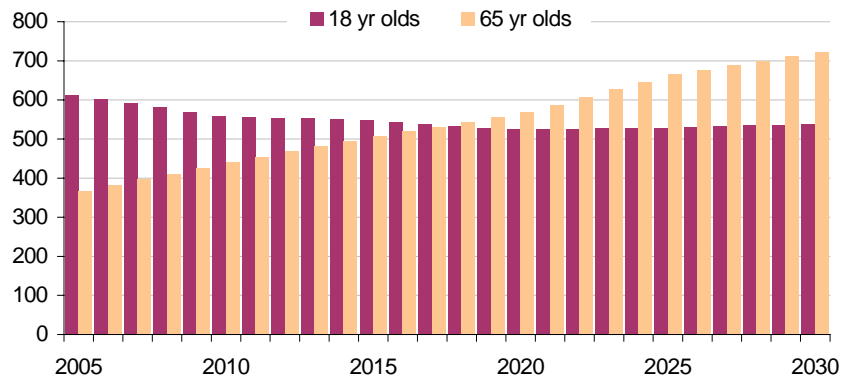
Future Population and Labor Supply

metro counties is often due to aging in these counties. The median age of most non-metropolitan counties is usually near or past the prime child bearing years, while the metro counties generally have a younger and more diverse population. Like much of Wisconsin, Shawano county has a large portion of the population that is middle-aged. The median age of the county during the last census was 38.5 years, above the state and nation. This has an impact on population growth through natural increase.

As the population ages, it moves past normal child bearing years resulting in a greater reliance on net migration to fill the need for additional workers and economic growth. Although in many cases where large areas of the county border a metro county, this new population does not provide additional workers for the county but continues to provide workers for the large neighbor through commuting.

Looking at the chart on the previous page, you can see that the current population will move into the retirement stage of life in the near future. Following that a bit further, the chart on the right looks at those reaching retirement age of 65 compared to the population reaching age 18. Based on current projections these should converge in about twelve years. At that time, if everyone turning 18 entered the labor market, and everyone turning 65 retired, there would not be enough new workers to replace the retirees much less fill

Convergence of 18 & 65 year old population in Shawano County

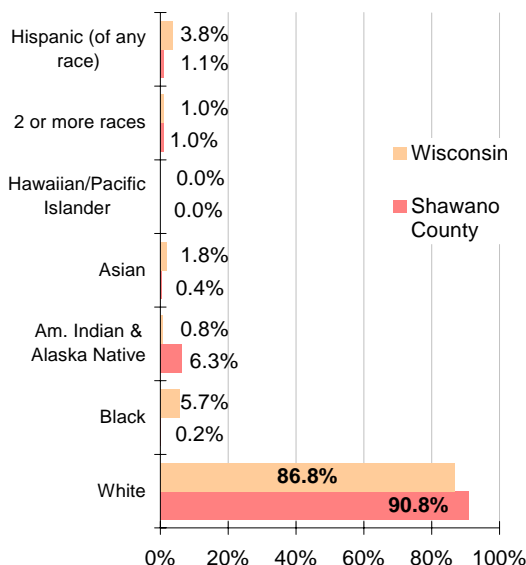


Source: WI Dept. of Administration, Demographic Services

newly created positions from economic growth in the area.

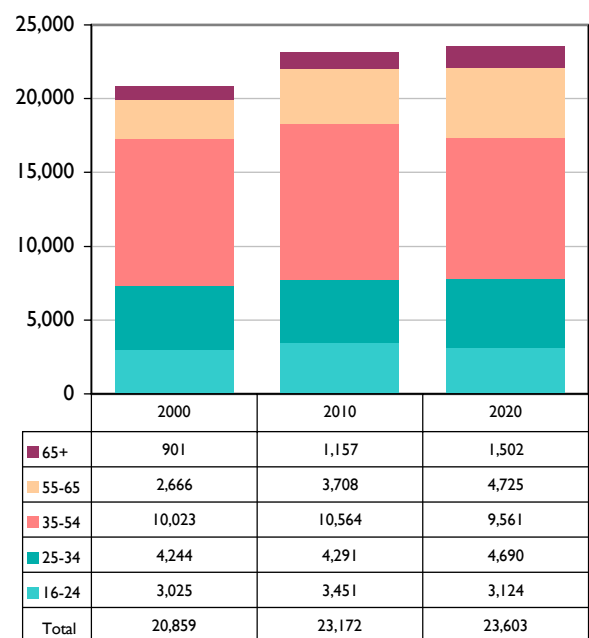
Fortunately not all workers will retire at age 65. While middle aged workers have the greatest connection to the labor force, the trend for older workers has been changing over the last 15 years to increase their attachment to the labor force. Many still retire, but then look for employment that is less stressful and more flexible to fill their needs. The degree that the population participates in the labor force varies by location, age, sex, race, and ethnicity.

Race and ethnic distribution



Source: U.S. Census 2000, SF-3, table P-6

Shawano County Labor Force Projections by Age



Decade change	11.0%	11.1%	1.9%
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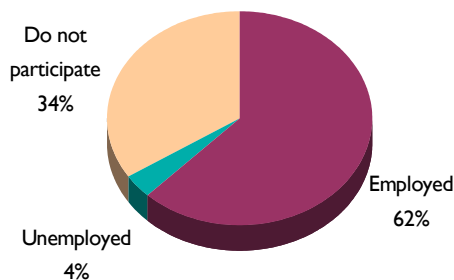
Source: DWD, Office of Economic Advisors, August 2004

Current Labor Force

Labor force participation represents the share of population that is aged 16 years and older that is either employed or unemployed. Participation rates in Wisconsin and the United States in 2003 were 72.9 and 66.3 percent, respectively. Participation rates vary dramatically from area to area based on local demographics and economics.

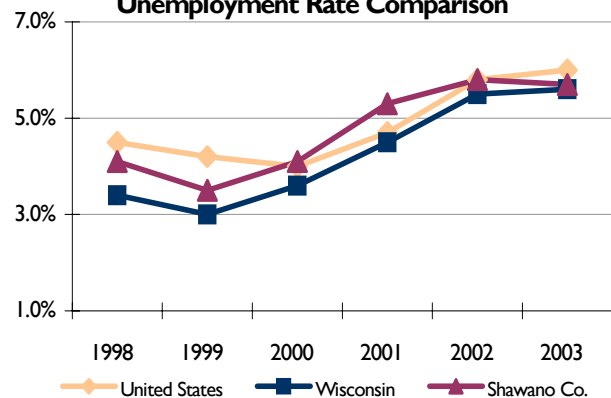
choosing not to work and labor force participation rates will decline. In Shawano, it is not only an aging population, but many individuals moving to the area are already retired or attached to the labor market from their previous residence.

Labor force participation in Shawano County



Source: DWD, Office of Economic Advisors, July 2004

Unemployment Rate Comparison



In Shawano the participation rate is 66 percent. This leaves 34 percent of the county that is of labor force age and not in the labor market. This includes some students, individuals who choose not to work including retirees, as well as those unable to work at this time. As the population ages, more retirees will be included in the category of

Shawano County Civilian Labor Force Data

	1998	1999	2000	2001	2002	2003
Labor Force	21,012	19,881	20,270	20,734	20,613	21,156
Employed	20,149	19,181	19,447	19,641	19,419	19,942
Unemployed	863	700	823	1,093	1,194	1,214
Unemployment Rate	4.1%	3.5%	4.1%	5.3%	5.8%	5.7%

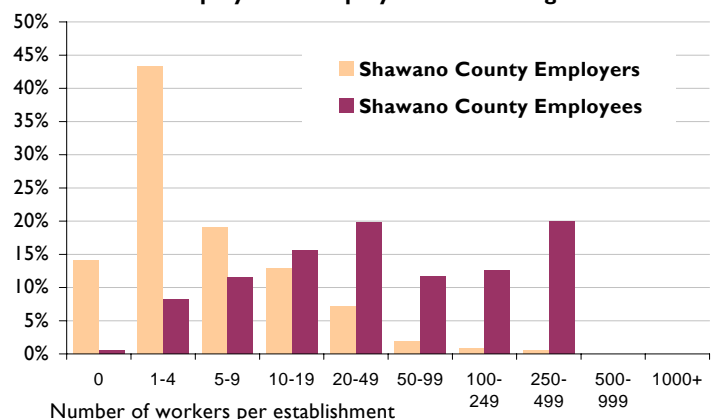
Source: WI DWD, Bur. of Workforce Information, Local Area Unemployment Statistics, 2003

Employers by Size

Over 75 percent of the county's employers have less than 10 workers. These employers provide just over 20 percent of the county's jobs. At the same time less than five percent of the employers in the county have over 50 workers. This five percent provides just over 40 percent of the county's jobs.

Although small employers do not provide a high percent of the jobs, these are often the businesses of the future, and may collectively have a faster growth rate than their large counterparts. A healthy community will have a good mix of both large and small firms.

Share of employers & employees in size range in 2003



Source: DWD, Bureau of Workforce Information, Table 221, July 2004

Industry & employers by size

The county has a very diverse group of industries in the ten largest industries. It includes manufacturing, healthcare, government, and industries related to tourism. This is true also for the ten largest employers in the county.

One of the largest industry groups is the amusement, gambling and recreation industry. This group has provided a large number of new jobs over the last decade and the county imports workers from other counties in order to fill positions here. Although many of the industry groups have

had employment declines over the last year, there have also been some gains over the last five years, especially in merchant wholesalers, non durable goods and in ambulatory health care services. These ten industries provide nearly one out of every two jobs in the county.

In like manner, the ten largest employers provide over one out of every four jobs in the county. There are nearly 1,100 public and private employers in the county.

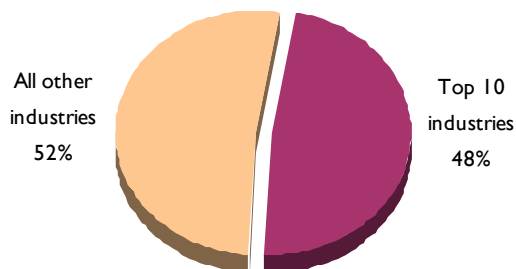
Top 10 Industries in Shawano County

Industry	March 2004		Numeric Employment Change	
	Establishments	Employees	2003-2004	1999-2004
Executive, legislative, & gen government	34	989	29	87
Educational services	9	885	-54	-208
Food services & drinking places	77	850	-76	-90
Wood product manufacturing	17	671	43	120
Amusement, gambling & recreation ind	13	606	-41	not avail.
Nursing & residential care facilities	10	446	-43	-47
Paper manufacturing	suppressed	suppressed	not avail.	not avail.
General merchandise stores	suppressed	suppressed	not avail.	not avail.
Merchant wholesalers, nondurable goods	15	393	198	153
Ambulatory health care services	31	385	2	191

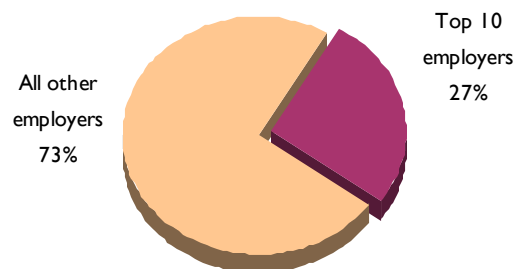
Top 10 Employers in Shawano County

Establishment	Product or Service	Size (Dec. 2003)
County of Shawano	Executive and legislative offices, combined	250-499 employees
Mohican North Star Casino	Casinos, except casino hotels	250-499 employees
Little Rapids Corp.	Paper, except newsprint, mills	250-499 employees
Shawano Medical Center Inc.	General medical and surgical hospitals	250-499 employees
Wal-Mart Associates Inc.	Discount department stores	250-499 employees
Shawano-Gresham School District	Elementary and secondary schools	250-499 employees
Stockbridge-Munsee Com Band Mohican	Tribal governments	250-499 employees
Aarrowcast Inc.	Iron foundries	250-499 employees
Wittenberg-Birnamwood School	Elementary and secondary schools	250-499 employees
Owens Forest Products Co.	Wood window and door manufacturing	100-249 employees

Share of jobs in top 10 industries in Shawano County



Share of Shawano County jobs with top 10 employers

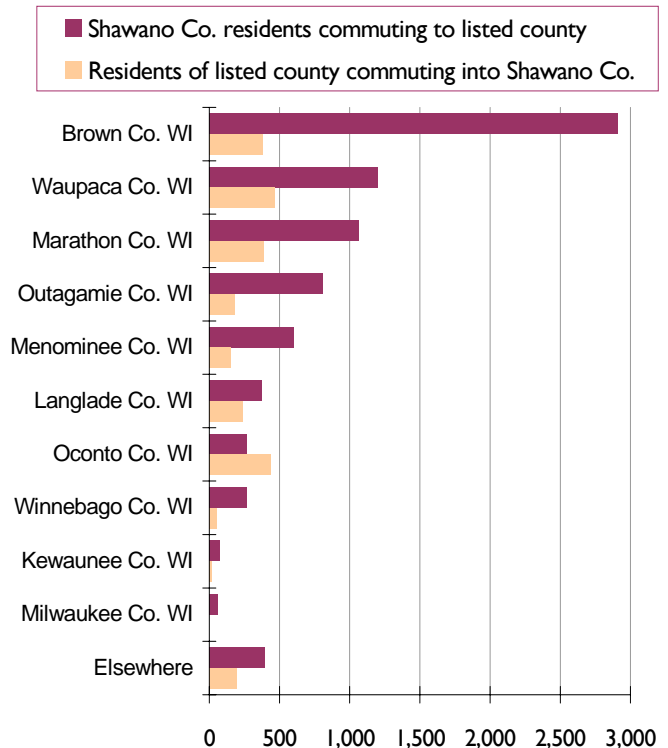


Commuting

The most obvious pattern emerging when looking at the chart to the right about commuting in Shawano County is that Shawano is an exporter of workers. The majority of interaction with jobs and workers from other counties is primarily with one county, Brown County, the county's neighbor to the east with good transportation on highway 29. Although highway 29 has been four lanes for just a few years, it has served as a major link for commuters for many years.

The loss of workers to Brown County is a result of that county's population and economic engine. The county is a metropolitan statistical area with more opportunities in a wide range of occupations. Also, wages are generally higher in a metro area than a non-metro area.

Shawano also loses workers to several other surrounding counties, including: Waupaca, Marathon, and Outagamie Counties. A total of 10,529 workers commute in and out of the county for work. Of this, the county has a net loss of nearly 5,500 workers.



Source: U.S. Census 2000, Special tabulations: Worker Flow Files

Key occupations & wages

The table to the right includes occupations that are common in the area. The list is not all inclusive and for information on additional occupations refer to the Office of Economic Advisors website: <http://dwd.wisconsin.gov/oea/>. Wage tables are general guides to what is happening in the local labor market. The surveys are sent to approximately one third of the employers in the state every year.

The surveys provide assistance to workers in knowing their worth on the market as well as employers that are looking to hire new workers and want to know what the "going rate" is. Note the table excludes the top and bottom 25 percent of wages, so there will be instances when the wages will be either above or below those listed on the table.

Occupation title	Hourly Wages			
	Mean	Percentile		
		25 th	50 th	75 th
Truck drivers, heavy & tractor-trailer	\$15.67	\$13.60	\$15.49	\$17.22
Cashiers	\$7.89	\$6.49	\$7.55	\$8.88
Waiters & waitresses	\$7.62	\$5.97	\$6.61	\$8.13
Retail salespersons	\$9.71	\$7.41	\$8.96	\$10.69
Maids & hskpg. cleaners	\$8.89	\$7.17	\$8.56	\$10.60
Office clerks, general	\$9.17	\$7.08	\$8.75	\$10.90
Nursing aides, orderlies, & attendants	\$9.81	\$8.60	\$9.79	\$11.02
Secretaries, except legal, medical, & executive	\$10.83	\$8.96	\$10.49	\$12.72
Comb. food prep. & serving workers (fast food)	\$7.51	\$6.18	\$7.26	\$8.69
Bookkeeping, accounting, & auditing clerks	\$11.73	\$9.34	\$11.19	\$13.73
Carpenters	\$13.48	\$10.44	\$12.98	\$16.04
Janitors & cleaners, except maids & hskpg. cleaners	\$9.79	\$7.35	\$9.09	\$11.90
Team assemblers	\$12.04	\$9.15	\$11.08	\$14.11
Laborers & freight, stock, & material movers, hand	\$9.60	\$8.35	\$9.66	\$10.75
Registered nurses	\$23.30	\$19.19	\$21.92	\$26.27
Bartenders	\$8.61	\$6.99	\$7.89	\$9.33
Sec. school teachers, except special & voc. ed.	-	-	-	-
General & operations managers	\$33.23	\$20.40	\$27.74	\$41.19
Elem. school teachers, except special ed.	-	-	-	-
Dishwashers	\$7.03	\$5.91	\$6.47	\$7.34

Shawano County is part of an area which includes Door, Florence, Forest, Green Lake, Kewaunee, Langlade, Marquette, Menominee, Oconto, Shawano and Waushara counties.

Source: DWD, Office of Economic Advisors, special tabulation using EDS and OES 2003

Employment and Wages

Average annual wages are generally below the state average in non metropolitan counties in Wisconsin, this does not necessarily mean that this is a disadvantage in the county. First, it is typical for a non-metropolitan county to have lower wages than the state. The state average includes wages from the metropolitan areas which typically have higher wages and more jobs. Second, the industry make-up between areas has a large influence on total wages, since some industries are more seasonal or use a greater portion of part time workers. Average annual wages do not reflect average hourly wages but are a product of total wages paid annually by an industry divided by the average number of workers in the industry.

A lower average wage can work as a competitive advantage in recruiting employers. A downside of this is a high portion of workers may commute out of the county for employment to a larger metropolitan area, such as what happens between Shawano and Brown

Average Annual Wage by Industry Division in 2003

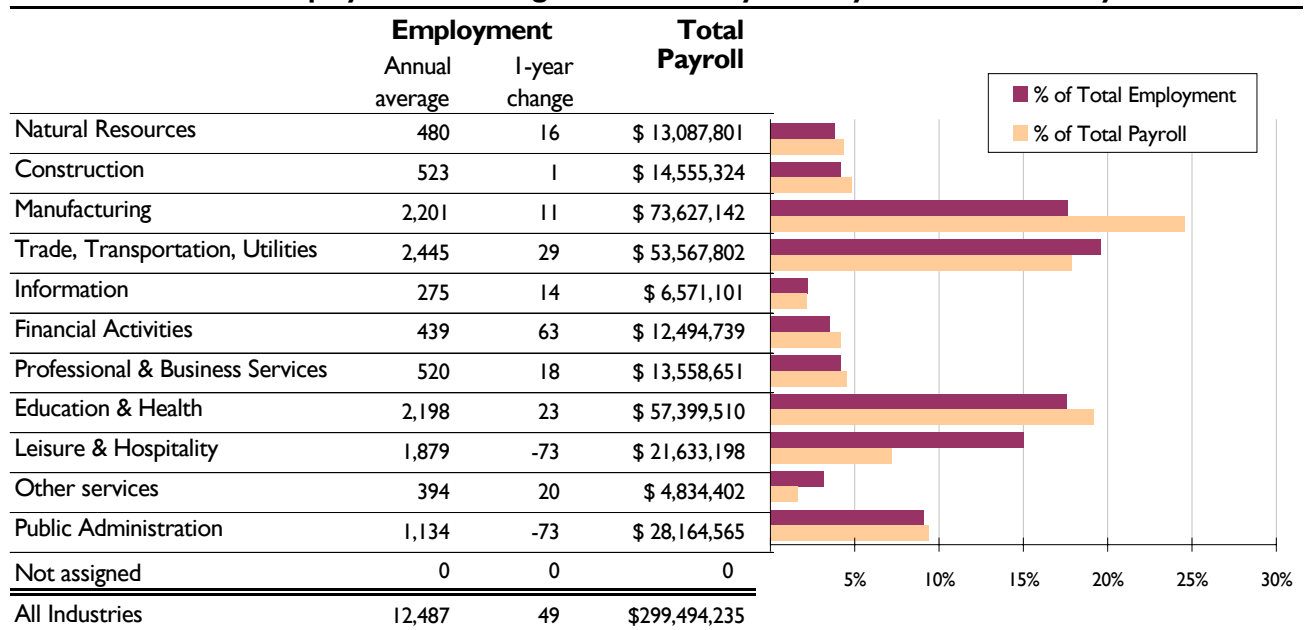
	Average Annual Wage Wisconsin	Average Annual Wage Shawano County	Percent of Wisconsin	1-year % change
All Industries	\$ 33,423	\$ 23,984	71.8%	1.6%
Natural resources	\$ 25,723	\$ 27,266	106.0%	-0.9%
Construction	\$ 40,228	\$ 27,830	69.2%	3.2%
Manufacturing	\$ 42,013	\$ 33,452	79.6%	-0.5%
Trade, Transportation, Utilities	\$ 28,896	\$ 21,909	75.8%	2.7%
Information	\$ 39,175	\$ 23,895	61.0%	-0.2%
Financial activities	\$ 42,946	\$ 28,462	66.3%	6.6%
Professional & Business Services	\$ 38,076	\$ 26,074	68.5%	5.7%
Education & Health	\$ 35,045	\$ 26,114	74.5%	-1.0%
Leisure & Hospitality	\$ 12,002	\$ 11,513	95.9%	-4.7%
Other services	\$ 19,710	\$ 12,270	62.3%	-0.3%
Public Administration	\$ 35,689	\$ 24,836	69.6%	9.4%

Source: WI DWD, Bureau of Workforce Information, Quarterly Census of Employment & Wages

Counties.

Manufacturing has the highest average annual wages in the county and comprises the largest portion of the county's wages. Nearly 25 percent of the county's wages comes from this industry and provides about 17 percent of the county's jobs. The trade, transportation and utilities industry provides about 19 percent of the jobs providing the largest share of the county's jobs.

2003 Employment and Wage Distribution by Industry in Shawano County



Source: WI DWD, Bureau of Workforce Information, Quarterly Census Employment and Wages, June 2004

Per Capita Personal Income

Per capita personal income (PCPI) includes income from wages and self-employment, assets (dividends, interest, rent) and transfer payments (social security, insurance, welfare, pensions) divided by mid-year total population estimates.

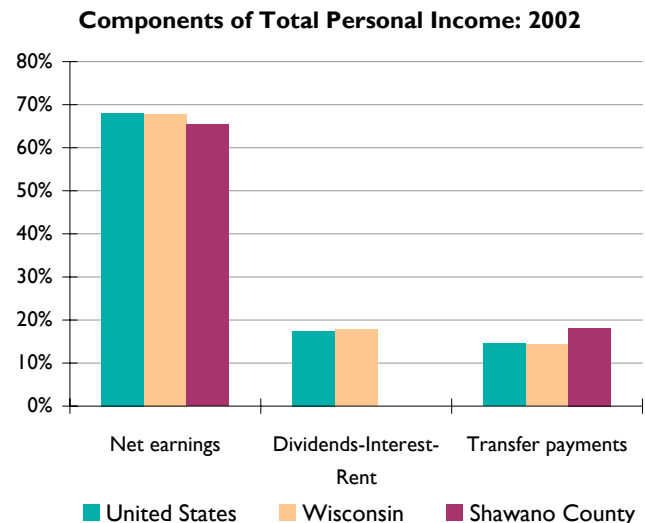
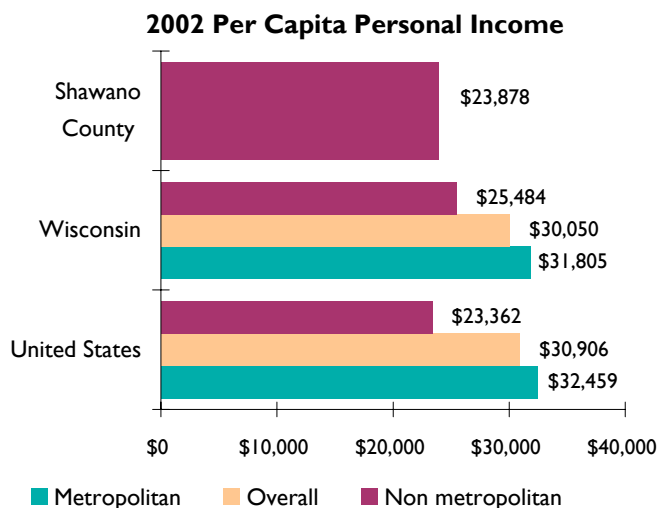
The majority of PCPI for Shawano County comes from net earnings, with smaller percentages from dividends, interests payments and transfer payments. The percent of income from net earnings and dividends, interest and rent payments is slightly lower than the state

and national average. However this is offset with a greater percent coming from transfer payments. This may represent the higher portion of older and retired population in the county

PCPI in the county is \$23,878. This is below the state level of \$30,050 and that of the nation. The growth rate for the county's PCPI over the last year was same as the state and above the nation, but lower over the last five years.

	Per Capita Personal Income						Percent Change	
	1997	1998	1999	2000	2001	2002	1 year	5 year
United States	\$25,334	\$26,883	\$27,939	\$29,847	\$30,527	\$30,906	1.2%	22.0%
Wisconsin	\$24,514	\$26,175	\$27,135	\$28,573	\$29,361	\$30,050	2.3%	22.6%
Non-metropolitan WI	\$20,734	\$22,195	\$22,900	\$24,059	\$24,833	\$25,484	2.6%	22.9%
Shawano County	\$19,697	\$21,028	\$21,722	\$22,167	\$23,341	\$23,878	2.3%	21.2%
In current dollars (adjusted to U.S. CPI-U)								
United States	\$28,397	\$29,670	\$30,170	\$31,181	\$31,010	\$30,906	-0.3%	8.8%
Wisconsin	\$27,478	\$28,889	\$29,301	\$29,850	\$29,825	\$30,050	0.8%	9.4%
Non-metropolitan WI	\$23,240	\$24,497	\$24,728	\$25,135	\$25,226	\$25,484	1.0%	9.7%
Shawano County	\$22,078	\$23,209	\$23,456	\$23,158	\$23,710	\$23,878	0.7%	8.2%

Source: U.S. Dept. of Commerce, Bureau of Economic Analysis, May 2004



Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System, May 2004

The county workforce profiles are produced annually by the Office of Economic Advisors in the Wisconsin Department of Workforce Development. The author of this profile and regional contact for additional labor market information is:

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Sheboygan, WI 53081
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email: Richard.Seidemann@dwd.state.wi.us

Metropolitan Statistical Area (MSA) - A single county or group of counties that include at least one urbanized area with a minimum population of 50,000. Multiple-county MSAs have a central county or counties, which have a high degree of social and economic integration with the other member counties as measured by commuting data.

Non-metropolitan county - Any county that is not a member of a metropolitan statistical area.

Net Migration - One of two components of population change. It is the net result of individuals who either moved into or out of an area.

Natural Change - One of two components of population change. It is the result of the number of births minus the number of deaths in an area over a period of time. A natural increase indicates there were more births than deaths. A natural decrease indicates there were more deaths than births.

Employed - Persons 16 years of age or older, who worked as paid employees, or worked in their own business, profession or farm, or worked 15 hours or more as unpaid workers in a family-operated enterprise. Includes those temporarily absent from their jobs due to illness, bad weather, vacation, childcare problems, labor dispute, maternity or paternity leave, or other family or personal obligations.

Unemployed - Persons 16 years of age or older with no employment, who were available for work and made efforts to find employment sometime during the previous 4-week period ending with the monthly reference week. Persons who were awaiting recall to a job did not need to look for work to be classified as unemployed.

Labor Force - The sum of the employed and unemployed, whom are at least 16 years of age and older.

Unemployment Rate - The number of unemployed divided by the labor force. It is expressed as a percentage of the labor force.

Labor Force Participation Rate (LFPR) - The labor force divided by the total population aged 16 years and older. It is expressed as a percentage of the population aged 16 years and older.

Suppressed - Data is withheld or suppressed if it does not meet certain criteria. If an industry in a county has fewer than three employers or if a single employer employs 80% or more that industry's total employment in that county then the data are suppressed. These criteria were established to maintain the confidential reporting of payroll and employment by employers.

Total Personal Income - The aggregate income of an area received by all persons from all sources. It is calculated as the sum of wage and salary disbursements (less contributions for government social insurance), supplements to wages and salaries, proprietors' income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts that include retirement and veteran's benefits, government paid medical reimbursements, and income maintenance program payments.

Per Capita Personal Income (PCPI) - Total personal income divided by the total population.

Current Dollars - Phrase used to express historical dollar values in terms of their current purchasing power via inflation adjustment.

CPI-U - Consumer Price Index for all urban consumers, the most commonly used measure of inflation in the United States.